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Biz of Acq -- Human Resources Management in Libraries: Issues and Trends

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consultation with faculty from across campus, and reviewed as the repository grows.

Submission of items to an institutional repository is often more than simply pressing a button that says "Submit," and can add a significant additional piece to faculty workload. In order to address this issue, institutions may want to provide a deeper level of service that would handle all aspects of repository creation and maintenance including uploading materials and metadata application services for faculty; some universities are looking at ways to provide digitization of paper-based documents as well. In addition, libraries may also need to support faculty as they struggle with the issue of rights. Often times, after careers spanning decades of publishing, many faculty have no idea what rights they have to their materials nor have they kept records as to the agreements they have signed.

Regardless of the level of service an institution determines it will provide, such an effort requires targeted marketing and extensive faculty contact. Even a well publicized system such as **DSpace** suffered to some degree by inertia on the part of faculty once the initial interest wore off.

What Types of Content are being Included in Repositories

Institutions are including a variety of materials in these repositories. Some institutions are recognizing that research and teaching materials produced at a university are part of its intellectual capital and are therefore archiving working papers and preprints; while some are also including learning objects. In addition to faculty teaching and research, some institutions are also capturing the work of students in many formats; in addition to providing archiving for these materials, they can then be used for recruiting purposes. University electronic records are also being stored in institutional repositories along with data sets, images and digital scholarship items.


There are a variety of types of content that repository systems can handle and the nature of the documents an institution wishes to house will to some degree drive what type of system should be chosen. Those who wish to implement a repository system are directed to version 3.0 of the **Open Society Institute's A Guide to Institutional Repository Software**. Of particular note is the Feature and Functionality Table, which compares a variety of features of each of the repository systems reviewed: **Archimede**, **ARNO**, **CDSware**, **DSpace**, **Eprints**, **Fedora**, **i-Tor**, **MyCore**, and **Opus**.

Metadata Support

Because repositories are designed to provide access and preservation functions to digital items, it is important for them to also provide adequate mechanisms to describe all types of metadata including preservation and technical metadata. Most repositories systems support basic **Dublin Core**, while some go so far as to support qualified **Dublin Core**. The **CDSware** system from CERN supports **Standard Marc21**, while **i-Tor** of **Netherlands Institute for Scientific Information Services** will support any metadata schema. For libraries who choose to have faculty or students upload documents and metadata, many systems have mechanisms that allow for metadata review by the appropriate persons in the library.

Most systems also support metadata export and **OAI** harvesting to provide opportunities for extended discoverability across the Internet.

Conclusion

Setting the technical and service infrastructure to support an institutional repository is no easy task and requires a significant institutional commitment to make such a service a success. Broad adoption of institutional repositories seems most strengthened when the faculty and scholars, along with the university administration, have a hand in promoting the necessity of its use, and libraries put a sustained marketing campaign in place to support its development. 

Institutional Repository Resources

A Guide to Institutional Repository Software v 3.0

<http://www.soros.org/openaccess/software/>

Institutional Repositories: Essential Infrastructure for Scholarship in the Digital Age

<http://www.arl.org/newsltr/226/ir.html>

The Case for Institutional Repositories: A SPARC Position Paper

<http://www.arl.org/sparc/IR/ir.html>

Endnotes

1. Tennant, Roy. "Digital Libraries: Institutional Repositories." *Library Journal* September 15, 2002, pages 28, 30.
2. Lynch, Clifford A. "Institutional Repositories: Essential Infrastructure for Scholarship in the Digital Age." *ARL Bimonthly Report* 226, February 2003.
3. Crow, Raym. "The Case for Institutional Repositories: A SPARC Position Paper." Washington, DC. The Scholarly Publishing & Academic Resources Coalition.

Biz of Acq — Human Resources Management in Libraries: Issues and Trends

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Column Editor's Note: The personnel function in libraries is often undervalued for its impact on effectiveness and productivity. This article is divided into two sections — issues and trends. The first section discusses the issues affecting library human resources: social (internal and external), technological, and organizational. The second section is concerned with trends in recruitment and retention, personnel policy, evaluation and measurement, human resource management and planning. — **AF**

Note to the Reader: "Human Resources" will be capitalized when a Human Resources Department is indicated; when "human re-

sources" is not capitalized, the general and broader use of the term is indicated.

Introduction: Issues in Managing Human Resources

Four levels of human resource issues concern library managers:

1. Issues that affect human resources within the different, individual sub-functions of Human Resources (e.g., compensation and benefits, health and safety).
2. Issues that affect human resources across the entire Human

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Resources Department (e.g., departmental cross-training, budgeting, space planning).

3. Issues that affect human resources throughout the entire organization, caused by internal factors such as executive decisions and organizational plans (e.g., changing services may require new hires, organizational restructuring, and training programs).
4. Issues that affect human resources throughout the entire organization, caused by external or environmental factors such as changing demographics and social expectations.

The human resource issues that face administrators are seldom what they seem on the surface. It is necessary to identify and question underlying assumptions in order to find the real subjects that must be addressed. Otherwise, only symptoms will be dealt with and the real problems will not be resolved. Problems must also be solved in context; trying to solve them piecemeal is ineffective.

Human resource concerns must be screened in order to determine their importance. They could be identified by their probability, impact, and timing, in order to develop priorities for dealing with them. The rankings for these considerations will differ between organizations and over time. Techniques are available to quantify the issues involved, and to help with developing a consensus as to priorities.

Few human resource issues appear unexpectedly. Most develop slowly and can be anticipated. Early warning systems should be set up to identify and monitor potential problems.

Following are some specific, key issues that face human resource management in libraries. Each of the issues identified has sufficient importance to justify individual attention. A label heading is given for each, but the reader is warned that these may be misleading. These short labels do not always effectively indicate the exact nature of an issue, and are seldom useful by themselves in identifying solutions. Note that the issues identified are not necessarily mutually exclusive. As mentioned earlier, they should be ranked by probability, impact, and timing. These rankings will be different in different libraries.

External Social Issues

1. Diverging values — The growth of multiculturalism means that staff will no longer have common and easily understood value systems and role models.
2. Changing demographics — A relatively inelastic workforce (i.e., one not easily and immediately adjustable by size, hours, organizational levels) and a poor applicant pool of minorities preclude libraries from easily staffing to reflect the cultural, social, political, and economic demographics of the market served.

3. Shifting age distribution — The age profile of the staff needs to be maintained across levels to guarantee proper succession planning in spite of the fact that age demographics in the general population have changed.
4. Aging staff — As staff live and can work longer, their preferences, priorities, and needs change. Older employees may want to work past retirement, to work shorter workweeks or workdays before retirement, and/or to work in less stressful positions.
5. Personnel security — Unpredictable and random acts of violence are increasingly common. It is becoming more difficult to prevent external parties from inflicting physical and/or psychological damage on staff. In addition, Human Resources must have back-up plans for re-staffing services in the event of a major disaster (fire, flood, etc.)
6. Expectations — This is perhaps the most critical issue to be addressed by Human Resources professionals. People have different expectations for their lives and for their careers. Our families, our peers, the media, and our surrounding culture program these expectations into us. When these expectations are thwarted, people typically behave in unpredictable and unproductive ways. Human Resources must deal with a wide portfolio of expectations, often in an environment of limited funding and mobility.

Internal Staffing Issues

1. Hiring into boxes — It has long been noted that job descriptions seldom match the actual job performed. Almost as soon as someone is hired into a described job, his or her style, skills, interests, and competence change the job from that described. However, job descriptions form the basis for hiring and compensation ratings of new staff.
2. Assessing potential — It is difficult to evaluate managerial potential in employees who are not currently performing managerial functions.
3. Retention processes — In a recession, the worst employees do not leave the library; in an upturn, the best employees often do leave. Usually the best employees leave for reasons that can be addressed. For example, many leave because they are bored, want more challenge, or do not feel that their abilities are being properly recognized. All of these problems can be remedied.
4. Measurement and evaluation systems — In a world of increasing change, many organizations are finding that their current performance appraisal systems inhibit rather than foster adaptive change. Furthermore, superiors have difficulty in recognizing effective performance when it is outside their preferred or expected style, means, or

approach. New performance measurement systems and supervisory relationships must be designed and implemented, then revised on a continuing basis.

5. Motivation without remuneration — In a world of decreasing budgets, library managers must find ways of motivating, retaining, and challenging staff through inducements other than monetary rewards.
6. Experiential advantage to external candidates — Libraries will have difficulty giving internally trained staff the maturing experiential depth and breadth that come to employees who have worked in several libraries or related organizations.
7. Bias to indeterminate staff — Part-timers, volunteers, and contract personnel require different sets of motivational and inclusion tools than do indeterminate employees. Few libraries have such differential tools.
8. Outplacement of staff — There may be some staff who are unable or unwilling to learn new skills and adjust to changes in library direction or policy. These personnel must be out-placed in a manner that is helpful to them and that has minimal negative impact on remaining staff.

Internal Organizational Development Issues

1. Proactively managing change — It is difficult to manage proactively the changes to human resources being introduced (in either a planned or unplanned process) into all library departments, including Human Resources itself. Automation, along with other factors, is changing the scope and requirements of jobs faster than Human Resources can respond.
2. Changing organizational culture — Libraries have difficulty defining their organizational culture, let alone changing it. The need to find mechanisms and processes to facilitate changes in attitude, responsibility, and performance is acute in our evolving environment. Until recently, libraries and librarians have been more protected from change than other sectors, such as business. Now, entire libraries are being eliminated because they are no longer deemed useful or necessary.
3. Indoctrination systems — Libraries need to indoctrinate new employees into desired standards, values, and procedures before they pick up dysfunctional or de-motivating concepts and practices from the prevailing organizational culture of their peers.
4. Facilitating behavioral change — Managers have difficulty in establishing supportive, failsafe situations for staff members to change behavior and learn new skills.

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Internal Focusing Issues

1. Loyalty — Often library personnel give primary loyalty to a specific unit, supervisor, or team rather than to the entire library system. Few supervisors have attempted to identify where each individual places his/her loyalty. By assuming that all personnel identify first with the entire library system, managers do not correctly identify or preemptively address organizational problems. There are programs that can be introduced to develop a sense of community in the entire system.
2. Communication systems — Libraries have problems making staff aware of internal and external changes on an ongoing basis. Some staff do not care to be informed and others will forget, so that when new, but predictable, circumstances occur, not all staff respond in desirable and consistent ways. Management needs to be assured that all staff abide by common policies, codes, and practices, which often need to be changed simultaneously across the entire organization.
3. Negotiating partners — Library managers may engage in adversarial negotiations with their employees, whether they are represented by a union or an association. The degree to which library negotiators “go for the jugular” has a long-term impact on organizational culture, employee motivation, and morale.

Technology Issues

1. Changing skill mix — The introduction of new technology changes the way functions are performed and consequently changes the types of skills needed to perform them. Constant reappraisal and repositioning of personnel are needed.
2. Increasing skill requirements — Technology is changing at such a rapid rate that staff can no longer assume their existing knowledge base will be adequate for tomorrow, let alone next year. Staff skills need to be updated continually, along with technology.

Trends in Human Resources Management

The following are some major trends in Human Resources and human resource management in libraries. A short heading has been applied to each, though it may not describe all implications of the trend under consideration.

As was the case with human resources issues, these trends may not be mutually exclusive. They should be ranked by probability, impact, and timing, and rankings will be different in different libraries.

Hiring and Recruitment Trends

1. Intrusion of non-librarians — The new services that libraries offer will not necessarily require traditional library training. There will be an increasing number of non-librarians working within the professional library community.
2. Cheaper staff — Libraries will be forced to employ greater numbers of volunteers, retired seniors, and student assistants to do work that was, until recently, done by more highly paid paraprofessional staff. “Triage” programs will be established to allow patrons different degrees of service for problems of differing complexity.
3. Employment exchanges — Exchange and secondment agreements between libraries and with related institutions will become common, in order to maintain motivation and enhance the career development of professional librarians.
4. Open recruitment process — Increasingly, there will be fewer protected internal competitions for library positions. Competitions will be open to all qualified applicants. In some instances, minor allowances may be made or points allotted to internal candidates, much as is done for minority, handicapped, surplus, or ex-military applicants.
5. Extremes in selection processes — Due to the increased fear of litigation, personnel selection in public, government, and academic libraries will become more bureaucratic. For example, written references will be required and pre-arranged questions and numerical scoring will be used in interviews. This will lead to recruitment of more traditionally minded, bureaucratic employees. Corporate libraries, on the other hand, will tend to follow corporate selection process behavior, checking references by telephone, and using varied formats and open-ended questions in interviews. This process will recruit a more entrepreneurial type of librarian.

Policy Trends

1. Non-standard workweek — There will be increased movement to non-standard workweeks. Libraries will offer repeating workweeks with a 4-5-4-5 day schedule or similar arrangements. This transition will be impelled by many employees choosing to give up extra pay along with extra work. The non-standard workweek will both demand and allow more effective coordination of customer demand with staff presence.
2. Job title extremes — Since people generally perform according to the level and wording of their titles, the choice of titles is important. Libraries will tend to go to extremes on this issue. Some administrators will choose to eliminate titles or use one basic professional title such as “librarian” or “re-

searcher”. Others will choose to allow staff to invent their own titles or use several rather specific working titles. A courageous few will try both approaches simultaneously.

3. Flexible benefits — Human Resources administrators will recognize that people have different circumstances, lifestyles, and needs at different times in their careers. Consequently, libraries will offer benefit packages as portfolios of choices that can be changed or adjusted during the employee's tenure.
4. Alternative work schedules — Job sharing will become common, mirroring a trend in the nursing profession. One large medical center, for example, offers more than three dozen different work schedules for nurses, with various combinations of hours, days, and shifts. Similarly, library personnel will be allowed to choose from a portfolio of schedules, and additional staff will be recruited to fill gaps.
5. Assistance for trailing spouses — As more employees are members of two-income households, libraries will need to offer employment assistance for trailing spouses of highly desired employees. The assistance may be minor, but it will be a valued and sought-after benefit.
6. Dual assignments — As resources become more limited there will be multiple assignments for staff, which will result in multiple reporting relationships. Human Resources will be required to facilitate the negotiation of priorities and schedules among staff and management.
7. Part-time personnel — There will be increasing use of part-time employees. Because part-time employees are fresh and alert for a greater proportion of their workday than full-time employees, employers get greater productivity from part-time compared with full-time employees. Furthermore, because of their limited promotional capability, part-timers offer little threat to indeterminate employees. Management oversight costs, however, may be higher.
8. Contract staff — There will be an increasing use of contract employees. Because library needs are changing, more and more libraries will hire employees under contracts for 3 to 36 months. This will allow management to change the skill mix easily, by hiring and releasing outside contract personnel rather than re-training current, core employees. In addition, benefit packages for contract personnel are minimal, although this advantage is somewhat offset by higher per diem wages.
9. Serial employment — Libraries will recognize that serial employment is actually easier to manage than distracted or unmotivated employees. In addition to increased developmental

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assignments, libraries will offer staff a variety of unpaid or partially paid leaves (e.g., family, educational, travel, pre-retirement, political, sabbatical, charity, volunteer, and entrepreneurial leaves).

10. Use of non-monetary rewards — With declining budgets, there will be increasing pressure to control costs. This will lead to the development of new, non-monetary means to reward and motivate library personnel. Examples include secondment and exchange programs, instructional responsibilities, and the like.
11. Shift work premiums — The physiological, psychological, and family problems caused by rotating shifts are well recognized. Libraries will offer premium incentives for regular shift and weekend work. This will improve morale, recruitment, and retention. In addition, increasing the continuity of staff will increase public support for the institution.
12. Differential salary and benefits packages — Due to budget constraints, library administrators will find that the only way they can afford to hire new staff is to offer them a different salary and benefit package from that given current staff. This practice is already gaining acceptance in other sectors.

Evaluation and Measurement Trends

1. Competence evaluation — There will be an increasing understanding of the importance of developing competences (i.e., analytics, communication, group process, problem-solving, decision-making, understanding the environment, etc.) to round out technical competence in a discipline (i.e., cataloging, preservation, systems, reference, etc.). Hence, there will be greater emphasis on competences in evaluations, training, recruitment, and selection processes.
2. Peer evaluations — Responsibility for performance reviews and accompanying compensation changes will be delegated to teams lower and lower in the hierarchy. Peer review and peer allocation of compensation will become common. In some cases, peers external to the library will be used to ensure well-rounded appraisals. The use of peer review will, in turn, support and reward networking, good communication, information dissemination, and teamwork.
3. User evaluations — Evaluation and compensation of personnel will be tied to users' evaluations of library services. The move from evaluating staff directly to evaluating them indirectly through service performance evaluations by users reflects the increasing awareness

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BORN & LIVED: Born and raised in small, rural South Dakota towns through high school.

EARLY LIFE: Typical small town South Dakota life.

FAMILY: Functional and traditional family with parents and younger sister at home.

EDUCATION: BA and MBA from **University of Chicago**, MLIS from **University of Western Ontario**.

FIRST JOB: Delivering weekly advertising paper in high school; playing music in the US Army; managing 45 urban minority women after university.

PROFESSIONAL CAREER AND ACTIVITIES: Professional futurist and strategic planner.

IN MY SPARE TIME I LIKE TO: Do yoga and exercise, read and study, write, and mentor others.

FAVORITE BOOKS: *Science of Mind* by **Ernest Holmes**.

PET PEEVES/WHAT MAKES ME MAD: Fraud and greed.

PHILOSOPHY: Do not leave this life with any regrets about actions committed or omitted.

MOST MEANINGFUL CAREER ACHIEVEMENT: Raising a daughter to be competent in life and compassionate toward others and herself.

GOAL YOU HOPE TO ACHIEVE FIVE YEARS FROM NOW: Having no regrets about what I have done and not done during those five years.

HOW/WHERE DO I SEE THE INDUSTRY IN FIVE YEARS: Conceptually bewildered and bankrupt, philosophically convergent regarding means, but diverse in applications and emphasis.

in libraries that the "customer" (patron, user, or client) is boss. Currently, survey instruments like **LIBQUAL+** are used to assess service performance, but very few libraries tie staff appraisals and compensation directly to the results of such assessment.

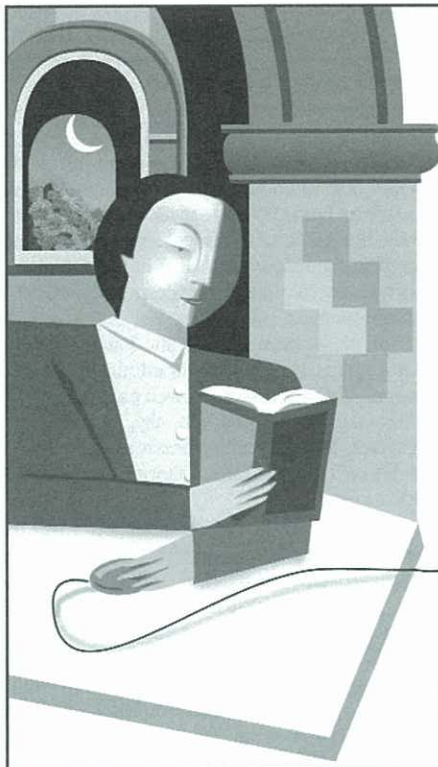
4. Measurement of style — Library managers will try to identify the different thinking, working, and interaction styles of librarians and staff in order to place them in the appropriate teams, supervisory relationships, and service areas. Training for management positions will be abandoned as realization dawns that the personality is a fixed system, and although it can be consciously changed for short periods, it will inevitably revert to its basic behavior. Consequently, it is far easier to find the right personality than to develop it through training.
5. Human resource utilization audits — Audits of the effective use of human resources will become as common as audits of systems and service performance.
6. Anticipating requirements — The law will give no mercy for inappropriate or nonexistent measurement systems. Human Resources will be required to collect statistics on personnel and Hu-

man Resources activity before a situation becomes critical. This will be particularly important in the areas of health and safety.

Management and Planning Trends

1. Centralization and consolidation — The present seesaw movement between extremes of centralization/decentralization and consolidation/split functions will continue; there can be and is no stable equilibrium. Human Resources will continually have to revise organizational relationships and culture in order to reflect swings in orientation.
2. Self-managed work groups — There will be more self-management of work groups. The person to whom work groups report will be responsible for building the necessary internal infrastructure to make the group successful. However, authority will come from within the groups themselves, who will elect their own chairpersons as well as allocate workload and resources.
3. Management of "in-house entrepreneurs" — Library managers will realize that they need to nurture and manage their go-getters in a different manner from other personnel. Multiple-stream programs and systems will become common.

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4. Oversight - Mentoring and monitoring relationships will be established for new employees and new managers. These will furnish employees with a means to test decisions or queries before taking action. Some of these special relationships will be with peers and managers in other departments; others will be with specially trained Human Resources staff.
5. Coordinating functions — Libraries will place more emphasis on coordinating and facilitating functions. New positions will be created emphasizing these responsibilities, and new and different measurement and reward systems will be developed for personnel in these positions.
6. Rotating entrepreneurial librarians — Administrators will recognize the need for different types of librarians at different points in new service development. Librarians with entrepreneurial abilities will design and implement new services, so that full advantage can be taken of their creative and analytical talents as well as their drive. Librarians who are more skilled and interested in operational activities will be used to ensure that the new services remain functional.
7. "Transparent" libraries — Cost pressures and market demands will force libraries to develop services that do not

require a physical infrastructure. More library services will be performed at clients' locations. The change in emphasis (i.e., bringing the library to the people rather than the people to the library) will offer tremendous cost savings and allow a completely new portfolio of services to be developed. The human resource requirements for a transparent library are considerably different from those for a conventional library.

8. Deductive planning — More libraries will move to deductive planning of their human resource needs. Planning of the library's philosophy, objectives, strategies, and program content and delivery mechanics will be done before determining the number, type, level, and skills of people needed.
9. Separate development streams — Libraries will find it expedient to separate tradition-based and entrepreneurial librarians into different services and reporting structures. Human resource problems in libraries are often simply a function of inappropriate placement of entrepreneurial librarians under traditional superiors, or vice versa.
10. Role models — Library managers will realize that employees learn as much or more by observing others perform successfully as they do through formal instruction. Consequently, supervisors will be encouraged to find new methods of showing off star performers and detailing their work methods and habits.

11. Empowerment — This is probably the most important trend in the last several decades. Empowerment is much more democratic than is participative management. In empowerment, authority is delegated farther and farther down the organizational hierarchy. In some organizations, it is so far delegated that the term "hierarchy" no longer applies.

Conclusion

The intent of the authors has been to provide an overview of issues and concerns affecting management of library human resources, and a synopsis of current thinking with a particular focus on present and future trends. Human Resources management is as prone to fads as any other function. It must be noted that such "obvious" problem-solving techniques as Six Sigma, Benchmarking, Management by Objectives, Total Quality Management, Time Management, Process Re-engineering, Quality Circles, Zero-Based Budgeting, Zero Defects, and the like, are fads; and, as such, they only approximate what really needs to be done. Although fads are useful in that they introduce a common vocabulary, focus attention, and motivate individuals, they are neither final nor complete solutions.

The two primary driving forces causing major changes in human resources are demographics and technology. These two multi-faceted forces have much greater impact on the future of libraries than do political and economic forces. Consequently, this article has concentrated on these two driving forces and their implications for human resource management in libraries. 